

## **DOES A DIFFERENCE IN THE MOTIVATION OF VOLUNTEERS AND OTHER PEOPLE EXIST?**

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### **Abstract**

The paper discusses the topic of volunteering. A key role in managing volunteer work is to stimulate them to support internal motivation. The management of volunteers needs to know volunteers needs for better setting of communications and conditions of the cooperation. This paper assesses the hypothesis: “People who would like to be a volunteer have different motivation structure than people who would not like to be”. The aim is supported by focusing on the motivation of volunteers who can not be stimulated by financial value. The nature volunteering causes the change in the hierarchy of volunteers needs in their projects. The paper is based on qualitative research as a questionnaire survey. The hypothesis that our concentrated groups have a different focus in the hierarchy of needs could be confirm, but it is necessary note that different sizes of respondent groups and factors (age, personal experiences, innate assumptions, personal types etc.) could lead to different results.

**Key words:** Volunteer, Motivation, Maslow

**JEL Code:** M50, M51, M54

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### **Introduction**

Volunteering could be understood as the willingness of somebody to sacrifice one's time and energy for others. It is a beneficial activity and another feature is that the volunteer does not expect any benefit for his help. Volunteer management plays a key role in the management and organization of volunteers. These managers can be volunteers themselves, or they can be professional management. Whether the management of one or the other group, there is a significant specificity in comparison with the management of organizations where are not working volunteers. The specificity is the main emphasis on stimulating volunteers to support their internal motivation. (Lourens & Daniels-Felix, 2017)

Volunteer management stimulates volunteers to participate to volunteer projects. For this is necessary to become get to know group and individual motivation. A specific case is the aforesaid volunteer management, where the manager is a volunteer himself. As mentioned, volunteering is very closely linked to motivation.

The article answers the question of how the motivation of volunteers is different from people who don't want to be a volunteer. The results described are based on primary research, which was conducted in the form of a questionnaire survey.

## 1 Motivation of volunteers

Motivation is an inner motive that guides our behavior and action to achieve a certain goal (Alderman, 2013, p. 53). The Theory of Needs by Abraham Maslow (2013) divides the level of human needs into the following groups. These groups discuss in detail, for example Suyono & Mudjanarko (2017, p. 28); Frankl (1985).

- a. *Physiological* needs are basic needs (such as hunger, thirst, shelter, sex, sleep, oxygen, and other physical needs).
- b. *Safety* needs include safety and protection against physical and emotional losses.
- c. Needs of *social belonging* include the needs for belonging, affection, acceptance and friendship.
- d. Needs of *self-esteem* include autonomy and achievement but also external factors such as a status, recognition and attention. Sometimes this need is triggered by low self-esteem, where people with low self-esteem often need respect from others, and sometimes just seek fame, prestige or recognition.
- e. The need for *self-actualization* includes the desire to become more fully self-abilities, to be anything according to his ability. This is followed by a *transcendence*, sometimes described as a spiritual experience.

In general, lower needs are more significant and at least partial satisfaction is a prerequisite for the emergence of less urgent and progressively higher needs (self-actualization, self-esteem). However, this cannot be fully claimed, and it is proven (e.g. Frankl, 1985) that satisfying higher needs (aesthetic, spiritual) can help in extreme situations (distress, lack, deprivation) of human life in which the possibility of satisfying lower needs is limited or impossible (for example in concentration camps).

The key to volunteer management is to recognize each volunteer's motivational needs. Volunteering is mainly tied to the needs of the third and higher order, i.e. social belonging,

self-actualization and self-realization. Important motivators at the third level (social belonging) are competences and acceptance. At the fourth level (self-esteem needs), there are the most important status and recognition by others. At the highest level of needs (self-actualization and transcendence), volunteers are motivated by opportunities to use their talents to be creative and to use their potential (Weinbach, 1998; Fisher, E., 2009, p. 354).

Motivation (stimulation) management is a process. Motivation could be compared to production where a number of interconnected steps produce the final product. If one step collapses, the whole process falls apart (Pritchard, Ashwood, 2008, p. 4).

Knowing the needs of subordinate volunteers is complicated by the fact that the position of each person on the hierarchy of needs is not constant and changes (in time, when conditions change, etc.). As a change in conditions, we can understand, for example, when a volunteer job is threatened, for example, by the budget cuts of the employer. Suddenly, the volunteer shifts to a lower level of needs hierarchy. Coordinators (volunteer management) must also be aware that all their volunteers can work at different levels of needs and consider this in their management style (Lewis et al., 2011, Drucker, 2010).

Motivation is one part of the relationship between managers and workers. (Volunteer) management must clearly understand the needs of its co-workers, at what level of needs they are moving, and appropriately target their stimulation to support their individual motivation. (Fisher, E., 2009, p. 354). Lourens & Daniels-Felix (2017) discuss about a need to settings of communication between volunteers, employees and employers. Conclusion of de Wit et al. (2017) is “show how organizations can enhance volunteer contributions in the generation, development, implementation, and diffusion of social innovations. When provided a considerable level of local autonomy and ownership, volunteers can be motivated to contribute to projects that reach beyond their actual duty. New ideas can be supported by resources within the organization and even channeled by processes of knowledge sharing and democratic decision making.” Conclusion of this article can help to managers or coordinators of volunteering set the communication too.

## **2 Volunteering**

Volunteer can become a volunteer in the Czech Republic according to Act No. 198/2002 Coll., *On volunteer service*, § 3, par. 1. Volunteer is a person who is older than 15 years for volunteering in the Czech Republic and older than 18 years for volunteering abroad.

"Volunteering, or voluntarism, is an act of freely offering one's time to perform a service without financial payment. There are many different types of volunteer activities ranging from formal to informal. Examples of volunteer work include advocacy, community welfare, religious activities, environmental awareness and remediation, animal welfare, special needs assistance, adult education, political causes, and fundraising" (Elrod, 2019). Volunteers join for varied, complex reasons, notably altruism and personal relevance. They value staff relationships, health gains, new knowledge, and compensation, and expect professionalism and good organization. (Kost et al., 2011)

### **3 Own research – motivation of people to be volunteer**

Totally, 154 questionnaires were collected for this paper. Questionnaire contented several questions; part of them is mentioned here.

Hypothesis was formulated: "People who would like to be a volunteer have different motivation structure than people who would not like to be." For confirmation of this hypothesis was helpful questions focusing of identifying preferred needs. The respondents had to answer several dozen questions focusing on amount of wages, relationships with a team of workers, possible of future career development, interesting work, own prestige in a group of employees; own authority in a team of workers, relationship with a superior, legacy of work, working environment etc. These questions were formulation as a combination of necessity of choosing from two alternatives. The question started "What do you prefer?" and there was to possibilities: "Do you like to have a higher salary in job where employer is working illegally?" or "Do you like to have a lower salary in job where employer is working legally?" Other example could be "What do you prefer? Do you like to work in interesting job with impossible of development own career? Or do you like to work in boring job with possible of development own career?"

Respondents answered 40 questions of this type (as a combination of two alternatives). Their answers are in following tables. Tab. 1 describes answers of people who was a volunteer and wouldn't like to be a volunteer again. Tab. 2 shows answers of people who weren't to be a volunteer and wouldn't like to be a volunteer. Tab. 3 contents answers of people who were not to be a volunteer, but they would like to be a volunteer in future. Tab. 4 shows answers of people who were and would like to be a volunteer again. Metrics show results of data collection. These four subgroups were created for better clarity of relations.

**Tab. 1: Answers of people who were and wouldn't like to be a volunteer again**

Needs	Wages	Relationships	Career	Interesting work	Authority	Prestige	Superior	Legality	Work environment
Wages	0	2	7	4	15	9	9	8	13
Relationships	19	0	13	13	17	17	16	14	18
Career	14	8	0	5	13	9	7	13	17
Interesting work	17	8	16	0	16	14	16	15	16
Authority	6	4	8	5	0	8	7	6	12
Prestige	12	4	12	7	13	0	11	12	13
Superior	12	5	14	5	14	10	0	13	16
Legality	13	7	8	6	15	9	8	0	14
Work environment	8	3	4	5	9	8	5	7	0

Source: author research

**Tab. 2: Answers of people who weren't to be and wouldn't like to be a volunteer**

Needs	Wages	Relationships	Career	Interesting work	Authority	Prestige	Superior	Legality	Work environment
Wages	0	10	11	10	25	22	17	15	21
Relationships	27	0	23	25	28	28	21	19	22
Career	26	14	0	17	28	20	22	14	20
Interesting work	27	12	20	0	23	27	22	28	20
Authority	12	9	9	14	0	15	12	14	17
Prestige	15	9	17	10	22	0	16	12	20
Superior	20	16	15	15	25	21	0	18	20
Legality	22	18	23	9	23	25	19	0	17
Work environment	16	15	17	17	20	17	17	20	0

Source: author research

**Tab. 3: Answers of people who weren't to be, but would like to be a volunteer**

<b>Needs</b>	<b>Wages</b>	<b>Relationships</b>	<b>Career</b>	<b>Interesting work</b>	<b>Authority</b>	<b>Prestige</b>	<b>Superior</b>	<b>Legality</b>	<b>Work environment</b>
<b>Wages</b>	0	6	9	6	22	17	11	12	13
<b>Relationships</b>	22	0	11	18	27	24	21	16	20
<b>Career</b>	19	17	0	12	19	24	19	12	18
<b>Interesting work</b>	22	10	16	0	25	23	18	17	18
<b>Authority</b>	6	1	9	3	0	10	6	7	8
<b>Prestige</b>	11	4	4	5	18	0	8	7	11
<b>Superior</b>	17	7	9	10	22	20	0	14	18
<b>Legality</b>	16	12	16	11	21	21	14	0	11
<b>Work environment</b>	15	8	10	10	20	17	10	17	0

Source: author research

**Tab. 4: Answers of people who were and would like to be a volunteer again**

<b>Needs</b>	<b>Wages</b>	<b>Relationships</b>	<b>Career</b>	<b>Interesting work</b>	<b>Authority</b>	<b>Prestige</b>	<b>Superior</b>	<b>Legality</b>	<b>Work environment</b>
<b>Wages</b>	0	12	14	11	47	29	29	24	38
<b>Relationships</b>	56	0	43	45	58	53	53	37	52
<b>Career</b>	54	25	0	23	51	39	40	28	44
<b>Interesting work</b>	57	23	45	0	54	57	48	40	53
<b>Authority</b>	21	10	17	14	0	26	27	21	33
<b>Prestige</b>	39	15	29	11	42	0	40	28	39
<b>Superior</b>	39	15	28	20	21	28	0	32	42
<b>Legality</b>	44	31	40	28	47	40	36	0	37
<b>Work environment</b>	30	16	24	15	35	29	26	31	0

Source: author research

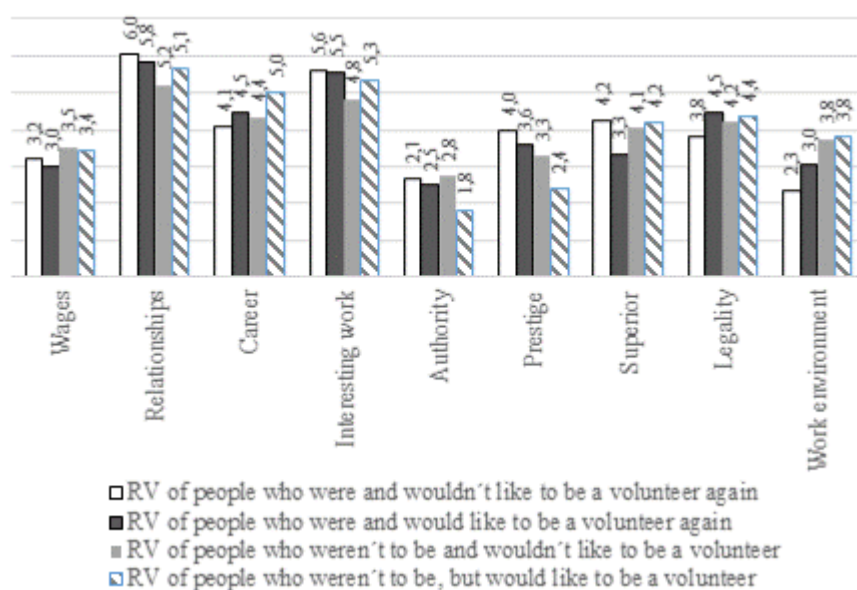
**Tab. 5: The preferential order of the needs and relative values of preferences**

Need	People who don't want to be a volunteer				People who want to be a volunteer			
	... and were		... and weren't		... and were		... and weren't	
	Order	RV	Order	RV	Order	RV	Order	RV
Authority	8	2,6667	9	2,7568	9	1,7857	8	3,0000
Career	4	4,0952	3	4,3514	3	5,0000	1	5,8382
Interesting work	2	5,6190	2	4,8378	2	5,3214	2	5,5441
Legality	6	3,8095	4	4,2162	4	4,3571	9	2,4853
Prestige	5	4,0000	8	3,2703	8	2,4286	5	3,5735
Relationships	1	6,0476	1	5,2162	1	5,6786	6	3,3088
Superior	3	4,2381	5	4,0541	5	4,1786	4	4,4559
Wages	7	3,1905	7	3,5405	7	3,4286	7	3,0294
Work environment	9	2,3330	6	3,7568	6	3,8214	3	4,4706

Source: author research

Tab. 5 shows the preferential order of needs of respondents and the relative values of preferences (the sum of preferences was recalculated to base – the sum of preferences in each group). The orders of preferences and relative values of preferences are for these categories. (1) people who were and wouldn't like to be a volunteer again; (2) people who weren't to be and wouldn't like to be a volunteer; (3) people who weren't to be but want to be a volunteer; (4) people who were and want to be a volunteer again. Relative value could be described as how many times one need is preferred per person. Fig. 1 shows the relative values of the preferences for every specific need.

**Fig. 1: The relative values of the preferences**



Source: author research

## 4 Results of research

Chi-squared ( $\chi^2$ ) test was used for testing the hypothesis: “*People who would like to be a volunteer have different motivation structure than people who would not like to be a volunteer*”.

The input data are shown in tab. 5 for above four mentioned categories of respondents. The test is performed at a significance level of 5%. The value of  $\chi^2$  is 460.17 and with 24 degrees of freedom, the critical  $\chi^2$  value is 36.4. It means that the dependence between quantities was confirm. If we group respondents only to two (want be a volunteer and won't be a volunteer), the value of  $\chi^2$  is 36.04, and the critical  $\chi^2$  value is 15.5 for 8 degrees of freedom. The conclusion is same. If we group respondents only to two categories, who was and wasn't be a volunteer, the value of  $\chi^2$  is 38.51, and the critical  $\chi^2$  value is 15.5 for 8 degrees of freedom. The dependence was confirmed too. Therefore, the hypothesis, that people who would like to be a volunteer have different motivation structure that people who wouldn't like to be could be confirmed.

## Conclusion

Many authors note that, the preference of the needs of those who want to be volunteers is different from those who do not want to do so, and our own research confirm this hypothesis. Even though the differences of order of values this research group are very small, the dependence was confirmed.

Baruch, May & Yu, D. (2016) state that a rapture for volunteering depends on age, personal experiences, innate assumptions. This research reflects primarily age and experience with volunteering. The result confirms intangible ways to motivate volunteers. (Stankiewicz, et al. 2017). There are aspects which are not there and exist the possible that aspects could lead to other interesting results. As a discussion of this topic, it would be appropriate to extend the sample of respondents (non-generalizable) and to analyze it, depending on other factors such as age, form of volunteering etc. We suppose that personality types (for example measured by MBTI test) also influence the willingness of a person to engage in volunteering. Research in this direction could bring interesting conclusions on the topic. In this research, the theoretical thinking of respondents in specific time was observed. Including the time factor to change respondents' preferences would also be beneficial.



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